

CHARTER
STEERING COMMITTEE

I. Charge:

- Provide independent project civic leadership. Scope embraces entire waterfront (Stadium District to Myrtle Edwards Park, inclusive, not just central waterfront). Advisory to City's elected leadership and City departments leading the project's development (DPD, Parks, SDOT). Stewardship to assure project fidelity to guiding principles established by the Central Waterfront Partnerships Committee and expressed in Council Resolutions 30664 and 30724, as amended. Consistent with the Central Waterfront Partnerships Committee recommendations and with the consent of the City's elected leadership, prime mover in formation of successor entity and possible additional supporting entity or entities. Function transparently.

II. Specific Responsibilities:

A. Monitor and Review Central Waterfront Design:

- Strong presumption of deference by Mayor and City Council to Steering Committee's prior review and validation of or recommendations regarding design and other specific major decisions.
- Participate in selection of Central Waterfront design team and other major project decisions.
- Holistic oversight of project design and review/validate each major design phase, component or area, including the framework plan and conceptual

design generally as reflected in Attachment A, Conceptual Central Waterfront Timeline & Example Roles. Subject to specific refinement by the Steering Committee as the project proceeds. Authority to challenge basic assumptions when appropriate.

- Monitor and consider the Stakeholders Committee and civic engagement discussions when reviewing the project design at key design milestones; facilitate City leadership awareness and timely response to emerging issues.
- Monitor for and promote meaningful coordination between the designs of the waterfront and seawall projects.
- Oversee and evaluate formal public engagement process for design process, including work of City staff and consultants.
- Participate with City departments, project team, stakeholders and others, generally as reflected in Attachment B, Central Waterfront Conceptual Roles, Compositions and Relationships.
- The Committee may form and/or collaborate with working groups that bring additional expertise to advise the Committee on meeting its responsibilities.
- City departments will provide Committee with (i) information flow, (ii) access to department heads and key staffers and (iii) invitations to attend relevant meetings with project managers and design teams.

B. Develop Funding Plan:

- Recommend to Mayor and City Council a comprehensive public spaces funding plan evaluating all reasonably available sources and modeling a range of options, specifically including:
 - (a) a plan for any voter-approved components, including scheduling; scope; and contingencies;
 - (b) a plan to evaluate and secure meaningful private support such as mechanisms for participation of benefited property owners (e.g., local improvement districts) and philanthropy;
 - (c) other public funding sources; and
 - (d) providing for both cost of construction and dedicated, long-term funding for programming, operations and maintenance.

C. Develop Partnerships:

- Identify, confirm and develop meaningful partnerships with interested entities important to the success of the project from both the public and private sectors.
- Facilitate meaningful physical connections between the waterfront and upland areas and intangible relationships between the waterfront and other communities and interests.

- Prepare recommendations for project implementation that include specific partnership relationships with major players in particular areas along the waterfront (e.g., Olympic Sculpture Park; Port; Aquarium; Pike Place Market; Washington State Ferries, etc.).

D. Manage Public Participation:

- Develop public participation plan with the waterfront design team, and ensure its execution is credible and robust. Oversee civic engagement and public participation around all phases of the project, especially the design phase. Broaden public interest in project and facilitate and build relationships with constituencies city-wide and regionally. Consider results of civic engagement in order to understand the full array of issues and community perspectives when making project recommendations.
- Advocate and take positions on issues relevant to project.

E. Long-term Programming, Operations and Maintenance Plan:

- Identify options to secure dedicated funding for sustainable long-term programming, operations and maintenance without compromising support for City park system and other public spaces.

F. Reporting Requirements:

- Report recommendations and observations to the Mayor and City Council at key junctures and as otherwise required or appropriate on its own initiative or at request of Mayor or City Council.

- Submit to Mayor and City Council an Annual Report that also will be widely circulated to interested constituencies.
 - Evaluate project public oversight and outreach efforts, generally as structured in Attachment C, Public Oversight and Engagement.
 - Review status of charter responsibilities and implementation of strategic plan and updates, as completed and approved by the City.
 - Other matters in determination of Steering Committee or as required by Mayor and City Council.

III. Strategic Plan:

- To be developed and submitted to Mayor and City Council for review and approval, subject to periodic updates at junctures determined by the Committee. Elements to include (without limitation):
 - Prioritize and synthesize its responsibilities with initial deference to design oversight function.
 - Once the Framework Plan and Concept Design have been developed, describe a practical roadmap to achieve waterfront project, including:
 - Phasing and funding for identified public spaces and their operation and maintenance related to the waterfront; and
 - Specific development approach for each major project phase, including program goals (based on conceptual design, key partners, and funding approach).

- Identification of future roles for successor entity or entities, including postulating meaningful milestones for such entities in order to maximize their potential for success and to warrant investment of continuing and enhanced responsibility for project implementation and stewardship.

IV. Resources:

- The Committee is authorized to engage staff and independent consultants, in addition to receiving departmental support. Project budget to include funding.

V. Limits. The Committee will not be responsible for day-to-day management, review of design team performance, final approval of construction drawings or overseeing construction.

VI. Evolution/Transition:

- Continue to define long-term roles and responsibilities envisioned for successor entity or entities.
- Continue to develop capacity of the Steering Committee to evolve into an effective, independent successor entity or entities.
- Identify preconditions to formation of successor entity or entities with respect to project readiness, City confidence level and available or anticipated capabilities of such entities.
- When appropriate, form and transition to successor or successors.

VII. Bylaws:

- The Committee will be authorized to adopt its own bylaws and standing rules.
- Bylaws will provide for transparency in Steering Committee operations and functions, including compliance with public records and meeting requirements.

Mechanics/Characteristics:

- *Charter approved by City Council Resolution, with concurrence of Mayor.*
- *Size: 8-10*
- *Selection and Appointment: Selected by Mayor and City Council from names submitted by Mayor and City Council, Central Waterfront Partnerships Committee members, and others. Appointments made by City Council Resolution with concurrence of Mayor. Vacancies filled in the same way.*
- *Term: Indefinite (ideally until transition to successor entity).*

Talents/Skills/Characteristics:

- *City-wide perspective and community-wide reputation.*
- *Demonstrated leadership skills.*
- *Meet standard of City Code of Ethics: No disabling conflicts of interests.*
- *Respected civic leaders who connect with broad constituencies.*
- *Articulate and compelling voices, able to build good will and public trust among diverse communities, constituencies, and the media.*
- *Experience with complex large civic projects, including those commonly recognized as having been exceptionally well designed.*
- *Experience with effective public/private partnerships.*

- *Experience harnessing complex project funding from multiple sources, including grants, public sources, project-specific or location specific tax mechanisms, philanthropy, programming and enterprise activities.*
- *Ability to communicate with city, county, state, and federal elected officials as well as relevant public commissions and boards.*